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RESERVES FOR INCREASING LABOR PRODUCTIVITY IN SOVIET INDUSTRY  
AND MEANS OF UTILIZING THEM

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Increase of Technical Equipment for Labor and Introduction of Advanced  
Techniques and Technology

The development of machine building and mastery of production of new and more economical equipment play a decisive role in the work of introducing new techniques.

Soviet mechanical engineers have done important work in creating and putting into production new, highly productive machines and mechanisms. However, the new machines are often excessively heavy and not sufficiently powerful or economical.

To improve the designing of new machines and mechanisms of Soviet industry, important work is being carried on for strengthening the planning organizations and their experimental base. Soviet designers are provided with all existing reference books and catalogues published in the USSR and abroad. However, an insufficient number of these textbooks is being published, and the information service concerning foreign and domestic achievements in techniques and technology requires significant improvement.

The method for authorizing new designs, which is often extremely complicated and time-consuming, and which does not guarantee the proper quality of new goods, must be revised. It is impossible for the technical administrations or the technical councils of ministers to examine thoroughly the large number of products and designs which are approved by the ministry. Inadequate attention is given to the economic value of designs -- a factor of primary importance. The method of approval of designs for new goods should be simplified, simultaneously increasing the responsibility of the directors of the enterprises and the heads of the central boards for the quality of goods. The conditions for the fulfillment of experimental work must be created by each planning organization. Its responsibility for the design right up to the time it is ready for mass or special production will be thereby increased. This is what is intended by the special conditions but not always realized.

To increase the quality of technical designing, it is also advisable to revise the system of remuneration for workers of the designing organizations and the engineering bureaus. For this purpose, in the cost estimates for designing and perfecting new products, special funds must be provided to stimulate the output of high-quality articles. Persons directly engaged in the qualitative improvement of products must be rewarded after the particular products have proved their worth in operation, when all the objective data concerning their operation have been established and compared with the data of other types of products having similar uses. With this, one must keep in mind, above all, the consumption use of the product, and also one must consider the number of changes in the process of manufacturing the first series, and many other factors. Expenditures related to payments of premiums will yield significant savings in the production of the product.

The application of advance technological processes is of great importance in increasing labor productivity. In a number of enterprises of many branches of industry these processes have already been worked out. Nevertheless, they have not yet been given sufficiently wide dissemination.

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One of the most important sources of the development of techniques and technology and of the organization of production is the creative activity of a wide mass of workers. It is expressed in the development of mass socialist competition, in innovation and efficiency work, and in collective aid to enterprise directors in finding the best solution to the production problems which face the enterprises. Without exaggeration it may be said that in the creative activity of the workers lies an inexhaustible source of new potential for the increase of labor productivity. During the years 1951-1955, more than 4,250,000 suggestions for improving efficiency were introduced, including about one million in 1955, in industry, construction, and transportation. Proposals by innovators and efficiency experts open up great possibilities for discovering additional means for the development of socialist production. However, the inefficient system of reviewing measures, under which the proposals of workers and engineers pass through many echelons, delays their discussion and consideration by the efficiency experts. In many plants a method has been established under which persons are appointed who have the right to approve or reject an efficiency suggestion and to provide for its incorporation in production at the earliest date. A definite system for this work must be set up in all enterprises. It will promote the utmost development of the efficiency expert and innovator movement, the significance of which is emphasized in the plan Directives of the 20th Congress of the CPSU, for the Sixth Five-Year Plan.

The development of inventions and of efficiency systems promotes the creation of complex brigades and other forms of aid to inventors by obtaining informational material, carrying out calculated and planned work, and by manufacturing the equipment needed for the realization of developed proposals.

To stimulate the realization of current measures related to the mechanization of manual work, the modernization of equipment, and other developments, particularly where such measures are undertaken by production workers themselves, a material incentive for foremen and the chiefs of the shops must be provided. If some worker-inventor with initiative proposes to mechanize some operation or to modernize a machine, then the suggested proposal must always be accompanied by precise and thorough technical foundations and calculations. In addition, resources must be found to manufacture the needed mechanism or machine and to reorganize the process of production without interrupting the work of the shop. The head of the shop, along with his assistants, performs this extremely difficult work. He must be stimulated with a suitable material incentive.

The greater the material interest of the immediate directors of production in the development of techniques in their areas, the more quickly and effectively will new techniques and advanced forms of production and labor organization be introduced. Experience shows the necessity for developing and introducing a system of bonuses for directors of production for improving techniques in such a way that the total premiums represent a portion of the savings obtained as a result of these methods.

The interests of technological progress of the Soviet industry demand a rapid development of Soviet science and a timely practical application of its achievement.

The significance of the peacetime uses of atomic energy at the present time is well known. The use of atomic energy increases the energy resources of the country and favors the intensification of many technological processes (metal rolling, cloth dyeing, etc.) and the automatization of production; it facilitates quality control, helps to avoid accidents, improves the working conditions of the workers, etc. Utilization of radioactive isotopes in medicine helps maintain the health of the individual, protecting this very valuable and important productive force of the country. The introduction of

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semiconductors will bring about a genuine revolution in a number of branches of industry. The use of these things will make possible a great reduction of the size and weight of radio receiving sets, and the replacement of bulky, expensive rectifiers in the electric industry with extremely economical units, the conversion of electric motor feed lines from direct current to highly economical alternating current, and also the beginning of the real long-range conversation of solar energy into electric energy. There are enough of these examples to show what wide horizons the achievements of advanced Soviet science are opening for the development of industrial production, and above all for the increase of labor productivity. In the meantime many scientific problems are being solved slowly, and the introduction of the results of scientific research into production is being retarded in a number of cases.

The extensive development of scientific research and the earliest adoption of these results in production is an important reserve for the increase of labor productivity. As was stated in the Directives of the 20th Congress of the CPSU for the Sixth Five-Year Plan, it is necessary "to concentrate the efforts of scientists and the material resources of scientific research institutions primarily on working out scientific problems having great national economic importance, and striving for a rapid completion of scientific research and the introduction of the results of the work into the national economy." Control over the fulfillment of the plan by scientific organizations must be strengthened, and a plan must be considered to be fulfilled only when the results of scientific research are being used in actual production. Scientific workers must bear a certain share of responsibility for the realization of the results of scientific research in practice. The question arises concerning the allocation of special time to scientists for consultation with production workers on problems arising in the course of production. The incorporation of the results of scientific research undertaken by special scientific organizations into the production and technical plans of ministries and enterprises is essential and should be considered mandatory.

#### Universal Expansion of Complex Mechanization and Automation of Production

In many enterprises there is still an extremely large amount of work done manually, and the large proportion of manual work in all branches of industry is well known. Let us speak only of individual cases. In one of the best and foremost Moscow plants -- Motor Vehicle Plant imeni I. V. Stalin -- in a press building with a high level of mechanization for the basic productive operations, the stacking of cut planks in piles in the preparatory stage is done manually. This, according to the report of the shop chief, Comrade Os'kina, takes up 35 percent of shift time. The feeding of brass sheets in forming bushings and head gaskets is performed by hand, automatic push rods (tol'katel') are not being used on many presses, etc. Most of the measures required for mechanization may be realized by the shop force itself with a little assistance on the part of the plant administration. The workers of the plant are very familiar with the reserves of mechanization. They themselves make suggestions for the inclusion of suitable work in the plan for organizational and technical measures with respect to complex mechanization, but these measures are being acted upon very slowly.

Still worse is the question of mechanization of work in the foundry of another advanced enterprise, the Plant imeni Vladimir Il'ich. The collective of this enterprise, like that of the Motor Vehicle Plant imeni I. V. Stalin, performed most of the work in the field of developing techniques and production technology, but mechanization in its foundry is at a low level. A significant part of the molding and almost all of shake-out operations in the plant are performed by hand. It is true that the shop is being rebuilt, but this reconstruction has been very slow and its effectiveness has not yet been felt. The same situation exists in the "Kompressor" Plant and in many other enterprises.

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It is impossible to consider as valid the excuse that the cited plants, with their powerful repair and other shops, offer that they are not equipped to cope with the preparation of the means of mechanization of manual operations. The Motor Vehicle Plant imeni I. V. Stalin was able to cope with the preparation of complicated equipment for other enterprises. The Plant imeni Vladimir Il'ich, the "Kompessor" Plant, etc., are able to handle many complicated orders. But their own operations are being mechanized slowly.

The problem of complex mechanization is not restricted to the introduction of mechanisms into all areas of production. It consists in a complex, proportionate mechanization of all stages in the production process, while maintaining the necessary relationships between their producing capacities.

Realization of complex production mechanization in many enterprises does not require a long time. Means of mechanization may be obtained partially from centralized sources (standard machines and mechanisms), and partially by manufacturing in the enterprise itself.

One of the most important rules of technological progress, having a decided influence on the increase of labor productivity is the automation of production. With automation, technological rates of work are greatly increased; expenditures of time for auxiliary operations are reduced; the possibility of work with many machines is increased; and by automatic mass production lines the labor of the workers is concentrated chiefly on supervision and control over operating machines.

Under modern, intensive, industrial processing conditions certain operations cannot be performed in the absence of automation. For example, with rapid rates of cutting, the work on the individual surfaces of a small part takes seconds. To observe the time of completion of the work and to change the instrument over to complete another part of the operation is simply impossible for the workers without the aid of automation.

Techniques in Soviet industry are rapidly being perfected. At the same time there are machine parts in the factories and plants which were installed 10-15 years ago. A significant portion of the equipment could be modernized, i.e., equipped with additional devices or innovations by changing individual parts of the machine, which would make it productive and durable. Already the Soviets have had positive experience in modernizing machine tool equipment in machine building by conversion to more rapid rates of cutting metal. However, modernization of technically outmoded equipment is often slow and haphazard. Examine the machine tools at which the production innovator, V. Komarov, of the advanced Moscow Plant imeni Vladimir Il'ich works. Much costly metal was put into this machinery. It was equipped with many of the best devices. But these devices were produced on the spot by makeshift methods. The machinery was turned into a complicated, cumbersome structure, whose equipment required large expenditures. Special engineers and machine builders are necessary, who could plan the modernization of equipment. Plants producing equipment must manufacture the necessary parts for renovation of older machines, and in the enterprises where these machines are installed the proper renovation of the machines and mechanisms may be carried out at the time of their repair. This method is decreed in the decisions of the July Plenum of the Central Committee of the CPSU.

Along with the modernization of existing equipment, the equipment of individual departments has produced significant results. Take, for example, the creation of sintering factories in the Plant imeni Voroshilov and the Stalinsk, Kramatorsk, and Petrovsk plants and the expansion of sintering shops in the Plant imeni Dzerzhinsk, which, according to calculations of specialists, would make it possible to increase the smelting of cast iron by at least 800,000 tons a year.

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Wide Development of Specialization of Enterprises and Introduction of Mass Production Methods

Specialization represents one form of the division of labor, consisting in the differentiation of individual branches of the national economy, the separation of branches within an industry, and the division of labor among the enterprises and among the individual production workers within enterprises. Cooperation (kooperirovaniye) is the establishing of constant production relations among enterprises which, as a result of joint work, produce a specific product. In essence, cooperation is the reverse of specialization.

There are four types of enterprise specialization in industry: (a) product specialization, where the production of specific types of products is assigned to each enterprise; (b) parts specialization, where the production of individual pieces or parts of a manufactured product is assigned to enterprises; (c) stage specialization, where the enterprise completes specific operations or phases of production of the product; and (d) specialization in production maintenance. Branch and enterprise specialization become in their turn internal production specializations. The more highly specialized each job is in the enterprises, the more efficiently can production be organized and the more easily may new techniques be introduced and utilized. Internal production specialization greatly facilitates the introduction of new technology, and hence the automation of production. With the specific assignment to a work area of a designated regular, repeated operation, there is set up a variety of completed operations, the auxiliary time spent for the production of the product is reduced, and great potentials for the organization of many machine operations are created. Some automatics (avtomaty) are equipped only for the performance of specific operations. Naturally, these are used only in highly specialized jobs. Other automatics may be more versatile, but the transition from one operation to another requires great expenditures of time for their readjustment. However, automatics are highly efficient in specialized jobs.

With a high degree of specialization in all production departments to which the manufacture of a particular product has been assigned, the possibility arises of creating an automatic assembly line, a wholly automatic plant or shop such as an automatic piston plant, or an automatic shop for the production of common-type bearings. Specialization of production makes the introduction of special highly productive devices and instruments highly possible and greatly reduces the expenditure of basic and auxiliary time in the manufacture of the product.

Specialization also has a great influence on the improvement of production organization. Above all, it is the most important premise for assembly-line production, and the increase of its relative share in Soviet industry is one of the tasks planned in the Directives of the 20th Congress of the CPSU for the Sixth Five-Year Plan. With assembly-line production methods, equipment is distributed according to the speed of a production process; synchronization of operations (requiring equal amounts of time) is achieved; and products pass quickly through all stages of production. At the present time assembly-line production is successfully being introduced in all branches of industry, not only in the mass production of a single type of product, but also under the conditions of series and even unit production.

Specialization of production facilitates the organization of work areas and their maintenance. In consolidating a limited number of operations in a work area, instruments, devices, and materials may be located more efficiently; the status of the worker may be defined; auxiliary mechanisms may be better provided for conducting specific operations; and the task of the procurement and receipt of finished products may be organized with a minimum expenditure of time for basic and auxiliary operations. The exact allocation of work to

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each area results in a more careful manufacture of products: the choice of the best technical system; determination of the geometry of the tool; and utilization of advance productive experience. Under production specialization, each worker thoroughly studies his field of work, acquires additional practice, and becomes familiar with complicated highly productive equipment. To avoid overspecialization of labor, the cultural and general technical level of the workers in socialist industrial enterprises is increased systematically; the learning of many operations by the workers is stimulated; study by workers of the care of equipment and its repair is encouraged; and the initiative and inventiveness of the workers is developed.

One of the important indicators of the economic efficiency of production specialization is the creation of more favorable conditions for rhythmic work in enterprises and the even flow of production. In areas to which the manufacture of a specific product has been assigned, it is possible to establish a permanent production rhythm coinciding with the time required for completing operations in the various work areas. This does not mean that ultimately such conditions cannot be created in areas which are less specialized, but they do require a great deal of effort. In changing from one product to another, the proportionality between production areas is often altered, and everything must be readjusted. Therefore, the most effective means of attaining an even flow of production is through the specialization of production areas.

A system of industry planning which takes into account the needs of the national economy and of a given economic region for specific types of products is of decisive significance in the realization of the specialization of enterprises. The greater the consumption of a given product, the more easily the particular enterprise may specialize in its manufacture. In determining specialization, localization of consumption of a given product must be considered, in order to avoid excessively long hauls. Over specialization by enterprises means additional transport, complicates the relations between enterprises, and entails excessive labor expenditure. In determining the specialization of enterprises, it is necessary to consider its economic efficiency and to solve the problem of the level of specialization from the point of view of its effect on the economics of the given enterprise and related plants and factories. In the case of enterprise specialization the entire economic complex of the given oblast and economic region in relation to the consumers of the product, sources of raw materials and power, supply of personnel, and the existence of similar production in enterprises of other ministries and departments located in the given region should be considered. All these factors cannot be taken into account by the workers of the ministries who direct the activity of the enterprises of the given branch of industry. Therefore, oblast (city) planning commissions, which are now engaged in narrow economic planning and are subordinated directly to an executive committee, must become agencies occupied with the complex economic development of the oblast or kray as a whole, although, naturally, the influence exerted by the oblast (kray) planning commission on the specialization of enterprises under union and republic jurisdiction will differ from their influence on the development of local industry.

#### Improvement of Labor Organization and Elimination of Losses of Working Time

One of the greatest reserves for an increase in labor productivity is the elimination of the still very great losses of working time of equipment and of workers. In a speech at the July Plenum of the Central Committee of the CPSU, N. A. Bulganin reported that at the beginning of 1955 there was about 13 billion rubles' worth of uninstalled equipment in the enterprises of all the ministries and departments, including over 5.5 billion rubles' worth of above-norm stocks of equipment. Surely, the putting into operation of all uninstalled equipment can result in the mechanization of many areas of production and increase labor productivity.

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Also, utilization of installed equipment is far from full. Reduction of losses from idle equipment will be achieved by the introduction of a system for planning repairs in advance, by carrying out repairs during an idle shift, and by improving the organization of labor and production.

A socialist industrial enterprise is a complex organism wherein an entire group of workers is employed and a significant number of instruments and means of production is used. The absence or tardiness of one person complicates the activity of the group and reduces the utilization of the means of production for the entire area. Careless work on the part of one man can effect the work results of the entire group.

The struggle against loss of working time is of extraordinary importance in guaranteeing the harmonious and highly productive work of an enterprise. A selective study of the working day in the second and fifth stages of the press building of the Motor Vehicle Plant imeni I. V. Stalin was made for the purpose of analyzing the utilization of the working time. The study covered various shifts during a 4-day period, and included 35 set up men and 137 press operators. The study of the workday for the second stage showed that the set up men used about 70 percent of working time (about 340 minutes) for basic operations. The greatest loss lies in waiting for cranes (about 70 minutes a day). Much time is spent in looking for and selecting dies and tools (50-60 minutes a day). Approximately the same picture is presented by the data concerning the utilization of working time of the set up men in the first stage. Here there is less loss from waiting for cranes, but instead, an average of 70-odd minutes per day are spent in waiting for orders from the foreman (master) and about 30 minutes a day are wasted because presses are not available. Observations of the work of press operators in the second stage (according to the data of 52 cases) showed time consumed on press operations was about 380 minutes. Here 35-40 minutes are lost because of the lack of material, and about 10 minutes because of the change of presses. The picture of the working day in the fifth stage showed a better use of the working time on the part of press operators. Their useful time on the average amounted to 86-87 percent. However, in analyzing this data, it should be considered that during the period under observation the work in the area was much better organized than usual, as the shop workers themselves admit. The balances of working time of the press operators and set up men indicate the existence of significant reserves of working time, the use of which may be assured by improving the organization of labor and production.

The tasks in improving labor organization cannot be limited to the reduction of loss of working time. They must at the same time include the introduction of highly productive methods of operation. In this field the enterprises of many branches of industry have obtained good results. However, advanced methods of production are not yet being universally adopted. For example, in machine building plants the possibilities for introducing rapid rates of cutting are far from being fully utilized. Rates of cutting, delivery, and other indexes of work are, for many enterprises, 90 percent lower on the average than for the foremost producers.

Many plants and factories successfully fulfill the plan for increasing labor productivity. However, there is still a significant number of enterprises which do not cope with the fulfillment of state tasks. All this leads to the first task of socializing and disseminating the experience of advanced production, and bringing the mass of workers up to the level of the advanced, as is stated in the Directives for the Sixth Five-Year Plan.

Steps in this field must begin with changing the system of informing factories and plants concerning progressive production experience. For such reporting in each enterprise a correspondent should be chosen from among the most qualified designers, technologists, and other workers, who would report



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to the appropriate organ of the ministry on the innovative undertakings of the given enterprise. The contents of the report should clearly describe the essence of the measure, the techniques of its accomplishment, and its economic efficiency. These reports should be examined in the ministry by the appropriate specialists of the technical administration, of the division of labor and wages, and of other organs, and distributed to the factories and plants which might be interested in the given measure. The distribution of the information to all enterprises is not justified, since the workers of the enterprises are not in a position to study the large volume of material, and some valuable suggestions could be lost in the mass of paper. Measures which have wide application and which are completely self-justifiable must be included in the standard (tipovnyye) technological process approved by the ministry. This is obligatory for introduction. In a number of cases these measures are taken into account in standard technical norms, which also stimulates their introduction into production.

In enterprises the informational materials must be submitted to appropriate specialists, who with the aid of these materials will be able to modernize technology and production techniques, utilize them in schools of advanced methods of working, and inform workers of the new methods of production. Then these materials are concentrated in technical offices and other institutions where they can be available to all.

But the task of spreading advance methods of production cannot be limited to reporting. The incorporation of new work methods is often related to supplying enterprises with special equipment, devices, and instruments. Individual manufacture of these items by the force of each enterprise is expensive, and requires much time and money. For example, it is questionable whether it is practical for the "Kompressor" Plant to manufacture casting machines itself for its own foundry. If it makes them, not only for itself, but also for other enterprises, then the high cost of models, devices, and special instruments is justified. Insofar as large-scale equipment is concerned, such as for oxygen installations, sintering plants, etc., their manufacture can be efficient only if it is centralized. Therefore, it is extremely important that the ministries, exercising the function as technical staffs for the development of specific branches of industry should take the initiative and control the manufacture of such equipment.

Of great importance in the dissemination of progressive methods of production is the thoughtful organization of work areas and their maintenance. It must be pointed out unfortunately, that no one is seriously engaged in the development of a system of organization of work areas at the present time, and progressive experience in this field is very poorly generalized. Branch institutes of the organization and technology of production give little attention to this important aspect of their work. To improve the organization of work areas, shelves, instrument cabinets, arrangements for lighting, mechanization of auxiliary operations in the work areas, etc., must be prepared. There is a keen need for all of these devices. Lack of them causes significant losses in labor productivity and often increases worker fatigue. It would be beneficial to organize some special enterprises or even shops for the production of such equipment.

The most important factor in the distribution of advanced experience is teaching the workers the best method of work. Practice engenders many forms of productive training for workers and the increase of their skills. Much time and money is spent in work in this field, but its effectiveness is unsatisfactory. The training programs of a number of types of workers have not been revised for several years. In many cases workers employ specific work methods, but not methods which would enable them to be oriented toward different production conditions. The general technical training of workers is necessary and would help them to have a conscientious and creative approach toward the performance of their work.

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The method of scientific study of better work methods plays an important role in the distribution of advanced methods of work, as shown by the initiative of Engr P. A. Kovalev. It should be noted that this method has been undeservedly forgotten in many enterprises.

#### Reduction of Expenditures of Labor for Auxiliary Operations

A large source for increasing labor productivity, specifically outlined in the Directives for the Sixth Five-Year Plan, is the reduction of labor expenditures for auxiliary work. The proportion of auxiliary workers and administrative personnel in many enterprises is still extremely large. In some machine building plants the proportion of auxiliary shop workers reaches 55-60 percent. In ferrous metallurgy in 1956, for every 100 workers in the basic metallurgical shops there were 103 workers in the auxiliary shops. If from the number of workers in the basic shops we exclude repairmen, then for each 100 workers in the basic shops there are 140 repairmen and workers in the secondary shops.

The basic means of reducing the number of auxiliary workers lies in mechanization of their labor and the extension of interplant cooperation for production maintenance by creating a large number of specialized tool and repair plants, by centralizing the manufacture of many models, and by expanding the activity of transport organizations of general use.

An important reserve for increasing labor productivity is the simplification of the administrative apparatus in enterprises. The method of measuring labor productivity now in use needs changing. This index stimulates labor saving in the case of primary production workers only, at a time when the economy is interested in saving labor expended in general by enterprises. In addition, under present conditions, the labor of common workers often approximates the labor of engineers and technicians. Therefore, it seems desirable along with existing methods to measure output per worker in terms of the total number of workers employed in enterprises and without relation to the particular category of labor to which the worker belongs. Today important work is being done toward the simplification of the administrative apparatus, but the unutilized reserves here are still very great. This is borne out by the presence of a large number of small shops in which not only the administrative structure of the large shops but also the maintenance system is duplicated. In many enterprises there is an extremely complicated system of documentation. The level of mechanization of various operations related to administration is extremely low.

All work in the utilization of the above-mentioned reserves for increasing labor productivity must be materially stimulated by appropriate means. The workers of each plant and factory must be directly interested in the development of techniques and the improvement of work organization. Such an interest does exist. It stems from the socialist form of ownership of the tools and means of production, and also from the system of cost accounting, the establishment of enterprise funds, and many other factors. But in the mechanism of the material stimulation of the workers of the enterprise there are some flaws the elimination of which would significantly increase the level of work by the disclosure and utilization of production reserves and the distribution of advanced production experience.

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In accordance with this it seems advisable to work out a differentiated system of rewards depending on the branch of industry to which the enterprise belongs, the type of production (mass or series), the size of the enterprises, and some other indicators. This system must be economically justified by a calculation of the reduction in production cost, depending on the changes in the indicators of enterprise operations and must be so constructed that part of this savings may be transferred to the workers in the form of premiums. It may be that such a system will be carried out at first as an experiment in some group of enterprises, but we are confident that with intelligent realization this system will not create additional expenditures and will provide proper results.

#### Summary

In each industrial enterprise, in the shop, and in any producing sector there are great reserves for increasing labor productivity. Utilization of these reserves on the whole is not related to great expenditures of funds. It requires only attention and systematic work in regard to reduction of idleness, introduction of new technology, elimination of excessive expenditures of labor, etc. As a result there will be a great saving of collective labor through which many products necessary for the further strengthening of the economic and military power of the Soviet Union and for the best satisfaction of the constantly growing needs of the socialist society will be produced.

In the Directives of the 20th Congress of the CPSU for the Sixth Five-Year Plan, it is planned to achieve a highly significant portion of the planned increase of industrial products, varying from 12 to 89 percent, depending on the individual branch, through the better organization of production and the utilization of existing productive power. Thus, the maximum utilization of reserves for increasing labor productivity is the prerequisite for realizing the outlined tasks of the Sixth Five-Year Plan.

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